



2 MBC Business Process Reengineering (BPR) Study

This section provides an overview of the MBC Business Process Reengineering (BPR) Study including the:

- Objectives and scope as identified in the Statement of Work
- Approach and methodology used to complete the objectives and tasks identified in the Statement of Work
- Layout of this report

2.1 Objectives

The mission of the Medical Board of California (MBC) is to protect health care consumers through proper licensing and regulation of physicians and surgeons. MBC has also realized that there are efficiencies to be gained through process improvements that will result in faster turnaround of physician and surgeon license applications, while not adversely affecting public safety.

In August 2009, MBC procured the services of Hubbert Systems Consulting, Inc. (HSC) to conduct a four-month Business Process Reengineering (BPR) Study to improve overall efficiency and effectiveness of the Licensing, Renewal and Call Center processes. This study is being conducted by HSC staff (the BPR Study Team) in collaboration with the MBC Licensing Program Staff.

The objectives of the BPR Study are to outline a series of actions to:



- Decrease the number of days to process a physician and surgeon application from receipt to the final decision regarding issuance or denial of a physician and surgeon license
- Improve licensing renewal efficiencies
- Comply with regulatory requirements set forth in California Code of Regulations (CCR) Title 16, Division 13
- Improve focus on customer service by providing accurate and timely information through the Consumer Information Unit (CIU) call center

2.2 Scope

The scope of the MBC BPR Study includes the processes and entities that support Postgraduate Training Authorization Letters (PTALs), Initial Licensure, and License Renewals for physicians and surgeons. Entities include:

- Licensing Section (Administrative Support, Application Review, Senior Review and Licensing)
- Licensing Operations (Cashiering, Consumer Information Unit (CIU), and Renewals),
- MBC Information Systems Branch (ISB),
- MBC Web site, and
- Graduate Medical Education (GME) Outreach

Special Program Permits were removed from the project scope early in the BPR Study by MBC staff.

The Licensing Program is responsible for other activities that are not covered under the scope of this MBC BPR Study including:

- Issuing Fictitious Name Permits (FNP)



- Administering the Continuing Medical Education (CME) program
- Approving Ambulatory Surgery Center Accrediting Agencies
- Licensing Allied Health Professions (Registered Dispensing Opticians (RDOs), Research Psychoanalysts (RPs) and Midwives)
- Recognition of International Medical School²

This report addresses the following tasks identified in the Statement of Work. Each task identified in the Statement of Work was assigned a number. The task number has been incorporated with the task description for traceability purposes. The tasks completed with delivery of this report include:

- Task 1: Research and review of information relating to the current MBC physician and surgeon licensing application and renewal processes and Web Center applications, including the Source Material listed in the Statement of Work.
- Task 2: Research and review the statistical data collected from 2002 to present including Source Material and analyze the data for number of incoming and reviewed applications, renewal applications, applications for Senior Staff review and outcome, and issued and denied licenses.
- Task 3: Meet with MBC Management team to review the draft Policies and Procedures Manual, make recommendations to modify the document and then complete as input to the Business Plan.
- Task 4: Map licensing and renewal processes in collaboration with Chief of Licensing Program to present to the Executive Director and modify the same as appropriate based on that review.
- Task 5: Define the reports needed to effectively manage the Licensing Program and flow of applications including reports generated from Web Center, ATS and CAS and other sources and develop a Scope of Work and timetable to accomplish producing these reports.

² As defined in Title 16, §1314.1



- Task 6: Research and review all staff members' roles and responsibilities for the various licensing and renewal tasks and Web Center functions and analyze and recommend appropriate staffing levels, seniority, and roles and responsibilities.
- Task 7: Develop a draft Business Plan to improve efficiencies and performance (timeliness, quality and management reports) of the MBC licensing and renewal processes and Web Center functions and the staffing required to implement the Business Plan.
- Task 8: Meet with MBC Management team to review the draft Business Plan with proposed workflow, determine appropriate modifications, and revise the Business Plan.
- Task 9: Define any organizational changes, and staff roles and responsibilities and identify any possible budget effects.
- Task 10: Develop Implementation, Communication and Training Plans and recommended follow-up. *NOTE: Training Plans were developed by MBC staff.*

A follow-up audit will occur three months after the submission of the report to evaluate MBC's progress in the assessment and implementation of recommendations identified in this report.

2.3 Approach and Methodology

The first step to improving a process is to analyze the current process in order to understand the activities, their relationships, and the values of relevant metrics.

HSC's process analysis approach involves the following tasks:

- Define the process boundaries that mark the entry points of the process inputs and the exit points of the process outputs.
- Construct a process flow diagram that illustrates the various process activities and their interrelationships.
- Analyze the information gathered and make recommendations to improve the process.



The BPR Study Team gathered information from MBC staff interviews, available source documents, policies and procedures, statistical data, and observations of current processes. Throughout this effort, the BPR Study Team worked closely with MBC staff.

2.4 Creating a Sustainable Licensing Program – The BPR Study Report

This report provides narrative and analysis for the different areas involved in the processing of license and Postgraduate Training Authorization Letter (PTAL) applications and renewals.

Licensing and PTAL Processes

For each step in the Licensing and PTAL process, an overview and observations are provided in the main body of the report with additional information such as staff roles and responsibilities and business process flow diagrams included in Section 9.1 - Business Process Flows.

Overview - Provides a high level information of the Licensing and PTAL processes and a brief summary for each of the steps in the Licensing and PTAL processes.

Observations - Interviews with MBC Staff and research conducted to develop the Business Process Flow Diagrams captured additional useful information. This supplemental information is presented in the form of observations and is provided after the overview of the Licensing and PTAL processes. The information in the overviews and the observations were used as the foundation for the development of the BPR Study recommendations.



Staff Roles and Responsibilities - A detailed description of the staff roles and functions is included to supplement the Business Process Flow diagrams.

Business Process Flow Diagrams - Provides a visual representation of the current process flow, inputs and outputs. This facilitates understanding and analysis of a process, especially if there are many decision points and alternative process flows. Additional information on the figures used in the Business Process Flow Diagrams included in this document can be found in Section 9.1.1, Page 124.

Licensing and PTAL Support

There are areas and components within the MBC Organization that support the Licensing and PTAL processes such the MBC Web site and the Consumer Information Unit (CIU). An overview, observations, staff roles and responsibilities, and flow diagrams (where appropriate) are provided in this section. The information and observations were used to develop BPR Study recommendations related to these areas and components.

Additional Considerations

A separate section has been included in this report to address additional and relevant licensing-related items identified by MBC staff during the BPR Study but outside the processing and support components. Items discussed in this section are the suite of FSMB products and services, the Postgraduate Training Registration Form, and the Postgraduate Training Permit concept. An overview and observations are provided for these items. Recommendations are also provided for these items.



Recommendations

Recommendations were developed based on the observations, information gathered and MBC staff interviews conducted during the BPR Study. The recommendations were grouped into common “themes” found across the observations and include: infrastructure, Information Technology (IT) and resources.

Due to various factors related to the current environment, short-term directives, and the anticipated increase in application receipt and workload from January through June, the BPR Study Team informally released several recommendations in advance of the publication of this report as requested by the MBC Licensing Chief. These recommendations are in various stages of implementation.

Implementation Plan

A preliminary implementation plan has been provided for recommendations identified for implementation over the next 12 months. This plan can be used by MBC Staff as a foundation for further discussion and action.

BPR Study Next Steps

This section outlines the remaining tasks in the Statement of Work.